

**REQUEST FOR PROPOSAL (RFP) #4130-161 PMSS
QUESTION AND ANSWER SET (#1)
12/20/06**

	Comment/Question	Response
1	Does California expect all 1900 system users to be trained as part of this project?	They will be trained, but this will not be the responsibility of the PMSS contractor.
2	How many databases must be converted over to the new system?	Conversion will not be the responsibility of the PMSS contractor. See the Bidder Library
3	What type databases are they?	This will be the responsibility of the System Integrator.
4	With how many external systems must the new system interface? Please provide system specific information.	This will be the responsibility of the System Integrator.
5	Do any use cases exist that California can provide to facilitate better understanding of the AS IS and TO BE State of California's Child Welfare Services Case Management processes for use in preparing proposal response?	This will be the responsibility of the System Integrator.
6	What specific tasks must be accomplished by the new Financial Management for Out-of-Home Care and Assistance Payments?	This will be the responsibility of the System Integrator.
7	What are the current manual processes?	This will be the responsibility of the System Integrator.
8	Can California please provide user cases for use in preparing proposal response?	No
9	Does California have a requirements traceability matrix? Can California provide this RTM for use in preparing proposal response?	See Bidder Library. The RTM is in development by the RFP Assistance and System Architect.
10	Are all State of California's Child Welfare Services Case Management forms used by staff in electronic format?	This will be the responsibility of the System Integrator.
11	How many forms does California have?	This will be the responsibility of the System Integrator.
12	Can California provide the number and examples of all forms to facilitate preparation of the proposal	This will be the responsibility of the System Integrator.

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	response?	
13	California notes there are 4500 business rules. Can California designate which rules pertain to workflow?	This will be the responsibility of the System Integrator.
14	How many reports does California require?	This will be the responsibility of the System Integrator.
15	Can California provide electronic copies of the reports?	This will be the responsibility of the System Integrator.
16	Can California make available any flow diagrams, business rule documentation of the existing system?	This will be the responsibility of the System Integrator.
17	Can California make available any flow diagrams, business rule documentation that have been potentially formulated with the new system?	This will be the responsibility of the System Integrator.
18	Is there a vendor assisting California in creating the RFP?	Yes
19	Can California make available the database schema/table names/column names of the existing system?	This will be the responsibility of the System Integrator.
20	Can California make available all paper forms that is currently in use by the business users of the existing system?	This will be the responsibility of the System Integrator.
21	What was the initial cost and total cost of creating the existing solution that CA has?	See the Bidder Library for the TAAA estimates:
22	The qualifications for individual project experience lists software development and system integration. Will other large projects, such as CWS, that are currently in M&O and have ongoing software development also qualify?	Yes
23	Would the State provide guidance regarding its definition of "full-time", e.g.. the number of hours per year expected (see para 5.2.4a)?	Full time for one year would be considered at 2,078 hours.
24	How will the option years be priced? Should bidders fill in the Exhibit S for five years or three? Is it the five or three year price that will be the	For consistent Proposal Evaluation and Bidder Selection, all Bidders should provide their cost based on the full five (5) years. Contract award

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	basis for selection?	will be for a three (3) year core contract with the two (2) one year options.
25	The RFP requires four full time staff and does not address special staff augmentation. Can the Bidders propose additional part time staff with special qualifications to work on specific deliverables as long as the total effort is equivalent to 4 FTEs?	Yes.
26	Para 6.2 states that the purpose of the references is to “assess the Bidder’s prior record and team experience”. This implies that team member references for work performed while employed by another company would not be acceptable. Is this interpretation correct?	No.
27	How should the references be completed when a bidder has 5-10 years experience on a single project, under multiple large contracts awarded for different phases of the project lifecycle (planning, development, implementation, operations). We intend to obtain separate references for each of the major contracts/phases—is this an acceptable approach? If not please provide further guidance for this situation.	Yes.
28	Please clarify how Unanticipated Costs are to be handled. There is a line for these costs in Exhibit S, with a “not to exceed 10%” caveat. Does the State expect (for the FINAL proposal) this line to be filled in? If so, should it be 10% of the other costs, or some another number estimated by bidders? Including this estimate, which would have no objective basis, in the cost evaluation would be very problematic.	It is the intent of Un-Anticipated Tasks to give the State the flexibility to add tasks within scope of this RFP over the life of the contract, providing the total cost of those Un-Anticipated Tasks does not exceed 10% of the total cost of the contract, whether it be 10% of the core three year contract, or if the contract is extended for one or two of the optional years. The 10% shall be based on the sub-total of the costs for Task Group 1 and Task Group 2

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29	Please clarify how the withhold will be handled if one or more option years is picked up by the State. Will the accrued withhold for the first three years be paid at the end of the three year term, or will the withhold continue, as implied in para 6.10, until the (new) end of the contract?	The contractor will invoice for the 10% at the end of the full term of the contract, whether it is at the end of 3, 4 or 5 years.
30	No dates are provided for contract award or for the date services begin. However, to complete Exhibit S, bidders will need to presume a start date so that hours (and costs for the Final proposal) can be allocated to the correct fiscal year.	For consistent Proposal Evaluation and Bidder Selection, Bidders should base their cost on a start date of May 1, 2007. The Federal partner on the CWS/CMS New System Project is the Administration for Children and Families. They have a maximum of 60 days from Notice of Intent to Award to approve the contract. Therefore, following Federal approval, contract award could be made some time during April, but not later than May 15.
31	Section 6.5, page 46 – Is the contractor required to follow only OSI Best Practices? Is the contractor permitted to employ best practices from other successful engagements, as it seems the RFP is asking for a contractor with a proven track record of delivering project management and technical services?	PMBOK is also listed with OSI BPs. Section 6.5 doesn't preclude other equivalent best practices standards.
32	Section 6.7.2.1, page 48 – This SOW task includes required elements for human resources management. Is it the State's intent for the PMSS contractor to provide details for human resources management of State and other contractor resources?	The State already has much of the HR plan components (organization chart, assigned staff, team directory) for the Contractor to review, validate and update. Validation would include recommendations for further development of the HR plan.
33	Section 6.7.2.1, page 48 – This SOW task includes required elements of project planning and tracking for procurement management activities. However, it is our understanding the State has hired a contractor to perform procurement management	Section 6.7.2.1 requires the review, validation and update of the Procurement Plan and including procurement activities in the master schedule. As part of Schedule maintenance, the PMSS contractor would track scheduled

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	activities. Is it the State's intent for the PMSS contractor to perform project management planning and tracking activities for the RFP assistance contractor?	procurement activities and report on slippages and/or variance.
34	Section 6.7.2.7, page 49 – This task appears to contain many separate elements, including coordination activities related to oversight findings and support for preparation of planning documents for transmittal to the ACF. What are the State's expectations regarding the PMSS contractor's role in development of ACF planning documents?	The State's expectations of the PMSS Contractor are to assist in the development and validation of the documents for the ACF.
35	Section 6.7.2.1, page 48 – This task indicates the Contractor shall "review, validate and update the initial Master Project Plan (MPP) created by the State, including the Master Project Schedule (MPS) and plans for the following management areas..." What other plans can be considered already created by the State or will have been by contract award? If a plan has not been created is it assumed to be the responsibility of the Contractor to create it as part of this task?	<p>Plans already created by the State, but not approved:</p> <ul style="list-style-type: none"> • Initial Schedule • Governance and Communications Plan • HR Plan • Contract Management and Procurement Plan <p>The State has contracted for up to 6 months of interim Project Planning Services to assist the State in the development of project plans.</p>
36	Skill Area 5 in Table 3 requires experience with respect to redeveloping "large existing client-server" applications. Several of our recent projects moved to web-based SOA from mainframe environments in which the clients used terminal emulation. We are assuming that such work would be applicable to meeting this skill requirement. Is this a correct assumption?	Yes.
37	What are the State's anticipated contract award and contract start dates?	For consistent Proposal Evaluation and Bidder Selection, Bidders should base their cost on a start date of May 1, 2007. The Federal partner on the CWS/CMS New System Project is the

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		Administration for Children and Families. They have a maximum of 60 days from Notice of Intent to Award to approve the contract. Therefore, following Federal approval, contract award could be made some time during April, but not later than May 15.
38	What other procurements are planned over the next six months for the CWS/CMS project?	The PMSS contractor is not responsible for procurements for the CWS/CMS New System project during the next six months.
39	Would vendors who are awarded the contract for PMSS be precluded from these other procurements?	Yes. See RFP Section 2.2.9 Follow-on Contracts (Public Contract Code 10365.5)
40	Team Skill Cross Reference reflects the skill requirements for proposed contract staff. Item number 4 indicates that this experience is required of all staff classifications that are assigned project management tasks. Is this requirement really intended for <u>ALL</u> proposed project staff (i.e., Fiscal/Administrative Analyst) or just the Senior Project Manager or Project Manager roles?	This is up to the Contractor's staffing organization. If project management tasks are only assigned to the Senior PM and the PM, then #4 only applies to those positions. Other positions would be in an advisory /support role for PM tasks.
41	Team Skill Cross Reference reflects the skill requirements for proposed contract staff. In reference to requirements listed in numbers 2, 3 and 4, and 5, would the State be willing to reduce the amount of daily transactions to 25,000 and amount of total users to 2,000 within these requirements? We believe this would not impact the required level of highly qualified resources needed to support this project	No. The current system has an excess of 350,000 daily transactions.
42	How did OSI decide that the four key functional roles specified in section 5.2.4 "Project Team Organization" are required to deliver the services requested in the RFP? Was this determination based on the perceived skills that are required, or	These are classifications from the IT Master Services Agreement. The Contractor may propose a combination of staff that will satisfy the State's needs and the requirements of this SOW.

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	the perceived workload, or some combination of these, or some other metrics?	
43	Our understanding of the "Technical Lead" role defined in Section 5.2.4 "Project Team Organization" is that this person is intended at least partially to provide Quality Assurance services in relation to the technical architecture, design, deliverables, etc. provided by the primary Systems Integration contractor, as opposed to producing technical deliverables such as Use cases, requirements, etc. Please confirm whether our understanding is correct, and if not, please elaborate on the intended responsibilities of the Technical Lead role.	The PMSS Contractor is not expected to develop use cases or system requirements, but provide staff with experience with a requirements and use case management <u>tool</u> , such as RequisitePro. Use of such a tool would be appropriate for the Technical Lead, as well as assisting the PM with review and responses to technical deliverables and V&V findings and recommendations
44	What project & program management infrastructure and processes, if any, are in place or will be put in place by OSI, to manage the CWS/CMS program? At what level of project/program management maturity would OSI characterize the CWS/CMS program organization?	Refer to response to Question #35 for plans already in place for review, validation and update by the PMSS Contractor. The CWS/CMS New System Project is developing based on the OSI Best Practices and PMBOK. Beyond that, the New System Project doesn't have a standard at this time.
45	For each of the broad phases of the CWS/CMS effort, i.e. planning, analysis, design, development, testing, & deployment, approximately how large does OSI anticipate the development team will be?	The development team is the responsibility of the System Integrator which will be presented in their proposals.
46	For each of the broad phases of the CWS/CMS effort, i.e. planning, analysis, design, development, testing, & deployment, approximately how large does OSI anticipate the Program Office (i.e. the number of project managers & support staff in the PMO) will be?	Staff fully dedicated for planning is as follows: State staff - 9 County staff – 5 This may change for implementation.
47	Under Section 1.8 "Key Action Dates", Table 1 Line Item 18, the Contract Award date is blank. Please clarify when the contract will be awarded.	For consistent Proposal Evaluation and Bidder Selection, Bidders should base their cost on a start date of May 1, 2007. The Federal partner on the CWS/CMS New System Project is the

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		Administration for Children and Families. They have a maximum of 60 days from Notice of Intent to Award to approve the contract. Therefore, following Federal approval, contract award could be made some time during April, but not later than May 15.
48	Under Section 1.8 "Key Action Dates", Table 1 Line Item 19, it is stated that "Services commence pending Federal Partner Approval". Please provide the name of the Federal partner, and the date when will services commence.	Refer to response to Question #47.
49	Under Section 3.2 "System Size and Complexity", the current M&O vendor is listed as IBM. Will the current M&O vendor be allowed to bid in this procurement?	Refer to RFP Section 2.2.9. Follow-on Contracts (Public Contract Code 10365.5)
50	Under Section 5.2.4 "Project Team Organization", a. Required Resumes, we would like to know if more than one candidate resume can be submitted for each role.	Yes.
51	Will OSI consider changes to the PMSS-specific budget items described in the document "092106_Existing_System_Baseline_Cost_Worksheet.pdf", whereby the amount budgeted for any particular year might be decreased or increased as necessary, but without changing the total amount allocated (\$6,024,002) for PMSS services over the lifetime of the CWS/CMS effort?	Yes. Bidders should note that adjustments to the budget for PMSS has been modified since previous documents were released. The original budget of \$6,024,002 has been reduced by eliminating the Technical Consultant listed in the PAPD in response to input of the Legislature and the cost of and interim contracts of approximately \$200,000. Updated on 12/21/06. The approximate budget for the New System PMSS contract is \$4.2 million. The actual cost will be based on contract award.
52	What will be the availability of current CWS/CMS technical experts and/or the current M&O vendor's (IBM) technical experts to answer technical questions?	CWS/CMS State M&O staff and IBM staff will be available for technical support, as needed.
53	Have the additional implementation requirements	The implementation requirements for the

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	described in Section 4.4 "Unfulfilled SACWIS Functionality" of the RFP been documented, and if so, to what level of detail (e.g. conceptual, implementation, or...)?	unfulfilled SACWIS Functionality will be the responsibility of the New System Integrator. The TAAA in the Bidder Library has the most current information.
54	Aside from MS Project 2002, does OSI have any "standard" for PM process tools and/or CASE tools that are expected to be used in the CWS/CMS effort? If so, please delineate these.	OSI currently has two Use Case and Requirements management tools: RequisitePro and SpeedDev.
55	What KPIs (Key Performance Indicators) are of most common concern/interest to OSI when they review the status of a project?	Project Status focus: Scope, Schedule, Budget. The State expects the PMSS contractor to bring expertise to define, at a more granular level, project management processes and procedures.
56	Please clarify what is intended by "tools" in Section 6.3 "Contract Task Overview". Does this refer to PM process tools such as MS Project 2002? Does OSI expect that the cost of such tools be part of the overall bid, or that the cost of such tools be billed separately?	6.3 was not intended to address OSI software tools. OSI owns sufficient MS Project licenses to support this RFP.
57	Has the technology platform/stack for CWS/CMS been chosen? If not, what is the timeline for deciding the technology platform?	The TAAA in the Bidder Library has the conceptual vision for the technical platform. It will ultimately be determined with the award of the NSP System Integrator contract. The State is anticipating a Service Oriented Architecture, but will be considering the proposals of the New System Integrator vendors.
58	Many of the PMSS deliverables specified in the RFP recur on a weekly or monthly basis. Our understanding of the intent of Section 7.1 "Fixed-Price Services and Deliverables" is that the contractor can invoice on a monthly basis for those recurring deliverables that have been accepted by OSI during that month. If this is incorrect, please elaborate on the basis on which the contractor can invoice OSI for recurring deliverables and services.	This is correct.
59	What will constitute "contract completion" (what is the sign off process and the target date) when the	The contractor will invoice for the 10% at the end of the full term of the contract, whether it is at the

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	10% withhold will be released?	end of 3, 4 or 5 years.
60	How will the monthly milestone (or percentage complete against milestones) payments be determined and calendarized over the duration of the project?	Milestones would equal Updates which are deliverables. Exhibit S is by fiscal year. The corresponding TAP will give detail of what and how many accepted deliverables from the previous month can be invoiced.
61	The schedule of key dates for this RFP does not indicate a time when vendors will provide oral presentations and be interviewed by the State. Does the State intend to include these critical activities within the technical evaluation process? If so, how will this factor into the technical score?	During the Draft Proposal Phase of the Procurement, every Bidder will be scheduled for a Confidential Discussion, which will not be scored. The Confidential Discussions anticipated to take place between January 16 and 19. This will give Bidders the opportunity for oral presentations/ interviews as well as the opportunity to clarify with the State unresolved questions.
62	What are the anticipated contract award and project start dates?	For consistent Proposal Evaluation and Bidder Selection, Bidders should base their cost on a start date of May 1, 2007. The Federal partner on the CWS/CMS New System Project is the Administration for Children and Families. They have a maximum of 60 days from Notice of Intent to Award to approve the contract. Therefore, following Federal approval, contract award could be made some time during April, but not later than May 15.
63	Does the State include the Technical Lead and Fiscal/Administrative Analyst in the staff "assigned project management tasks" discussed in paragraph 4 of Section 6.9, Mandatory Staffing Requirements Detail? If not, are there mandatory staffing requirements for the Technical Lead and Fiscal/Administrative Analyst positions?	Refer to response to Question #40: This is up to the Contractor's staffing organization. If project management tasks are only assigned to the Senior PM and the PM, then #4 only applies to those positions. Other positions would be in an advisory /support role for PM tasks.
64	This section requires that Key Personnel be dedicated to the project full-time. Is there any requirement that staff work on site at a State facility? If so, at what location? What will the State	The State will provide resources at the NSP Office for Contractor staff, including workspace (cubicle), workstation with internet access, MS Office tools, locked storage, etc. It is anticipated that

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	provide in terms of workspace, computer hardware and software, phone lines, etc.?	Contractor staff will spend a majority of their time on-site.
65	Given that this is a fixed price contract, how will pricing for a Work Authorization be determined?	Refer to response to Question #28. Section 7.4 States that Un-anticipated Services and Deliverables requested by the Contract Manager with a Work Authorization Form (EXHIBIT U) will be priced per service and/or deliverable at the time of the request.
66	The last sentence of the first paragraph in this section limits total payment for Un-Anticipated Tasks to a maximum of 10% of the total contract. Is the cost for Un-Anticipated Tasks evaluated as part of the vendor's total fixed price bid, or is this an additional amount beyond the initial contract award?	Refer to response to Question #28.
67	Is there any expectation from the State regarding, which, if any, PM support services staff will be full time and whether these staff must physically onsite?	The contractor may propose the staff and at what time commitment they feel appropriate for each task. Refer to response to Question #64.
68	Item number 5 requires at least one proposed Contractor staff to have a minimum of three (3) years FTE experience advising IT projects in the processes and procedures necessary to redevelop a large existing client-server application of a large-scale software development/system integration project, defined for this solicitation as a system with a minimum of 50,000 daily transactions, as a web-based service oriented architecture application. How will SOA experience be evaluated? Because SOA is relatively new and very few legacy systems have been redeveloped with SOA, we recommend this requirement be restated to make it an optional scored requirement, rather than mandatory.	The requirement is for experience "advising IT projects in the processes and procedures" , not the implementation. Experience in the analysis and providing recommendations regarding SOA will fulfill this requirement.

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69	Are we correct in our understanding that the Resource and Cost Plan (without costs) must be included in Volume 3 of the <i>Draft</i> Proposal, but in Volume 4 of the <i>Final</i> Proposal as part of the overall cost information? If not, please clarify where the Resource and Cost Plan should appear in the Final Proposal.	<p>Refer to Proposal Item 21: Draft asks for the R&C Plan with no cost The text for the Final Proposal leaves the R&C Plan out.</p> <p>Answer: The end of Section 6.9.1 should read: <i><u>Proposal Item 21 Bidders' Final Proposal submissions must contain:</u></i></p> <ul style="list-style-type: none"> • A Resource and Cost Plan, with resources and <u>Dollars in Costs</u>, see Exhibit S • A written Staffing Plan as described above • Resumes for all proposed staff formatted according to Exhibit P <p>Note to Bidders: The Resource and Cost Plan submitted with a Draft Proposal shall not include costs; only resources.</p>
70	Since this RFP is for support services, it appears that a time and materials (T&M) approach would offer the State more flexibility in reallocating resources as needed to respond to changing needs and priorities for the new system development. Would the State consider changing from a fixed price to a T&M contract?	Price each task with recurring reports (deliverables) with a total over the life of the contract. Invoicing cannot exceed that total.
71	May vendors submit volumes 1, 2, and 3 together in a single binder, or does the state require a separate binder for each volume?	Separate binders are not required and not desired.
72	Exhibit S requests a resource and cost plan. Since this is a fixed price contract, how does the State anticipate using this data?	Demonstrates the bidder's understanding of the State's needs and becomes part of the contract. The cost in the Resource and Cost Plan will be used for the evaluation and scoring Final Proposal Cost.

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73	Does your reference to Title 2, Section 1896 include provisions provided in sub section 6(b) regarding "Non-small business bidders"?	Yes. Title 2, Section 1896 includes the rules and regulations regarding small business and non-small business preferences.
	Will the State provide the required forms as word documents?	Yes. The RFP will be placed on the OSI website in Word. However, the PDF version is and shall take precedence over the Word version.
	Where is project located? Will the State provide the necessary office space for the contractor, or will the contractor work at its own office space?	The New System Project Office is located at 2525 Natomas Park Drive, Sacramento. Refer to response to Question #64.
	The current application is hosted by the Department of Technology Services (DTS) in Sacramento. Will DTS or the Vendor host the new web-based application? If the Vendor is hosting the application, where is that location?	The New System will be hosted at the DTS and maintained by DTS.
	Does the State anticipate that the contractor will be required to travel in connection with the provision of these services? If so, would the State prefer that such costs be built into the overall costs, or would the State prefer that estimated costs be shown as a separate line item?	There is no anticipated travel at this time for the PMSS contractor.
	Does the State require the Senior Project Manager's large project experience to have been in a client server environment?	No.
	Would the State consider rescinding the requirement that all forms be submitted with the Draft Proposal to allow contractors more time to concentrate on their technical solution?	No.
80	Section 2.3.3 states that the State "will not provide any warranty" that a Draft Proposal will be evaluated "even if accepted for review." Section 2.3.4 states that the State "may conduct confidential discussions with Bidders submitting	Refer to response to Question #61.

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	Draft Proposals that have been reviewed by the State.” How is the State going to determine which Draft Proposals it will review and with which Bidders it will hold such discussions?	
	If this process is indeed random, what is the benefit in getting a draft proposal finished during the holiday season if Bidders are not guaranteed confidential discussions with the State?	Refer to response to Question #61.
82	Proposal Items 11 and 15 are identical. Does the State want the “subcontractor notification” language included twice in Bidders’ responses?	Yes. The information in the sections is different.
83	Section 8.2.3 indicates that Exhibit S Resource and Cost Plan is to be included in Volume 3 Response to Technical Requirements.	For Draft Proposals, the Resource and Cost Plan, Exhibit S, should be included in Volume 3 with <u>No Cost Data.</u> For Final Proposals, Volume 3 should indicate that the Resource and Cost Plan, Exhibit S, is included in Volume 4, Sealed Cost Data.
84	Section 7.2 indicates that Exhibit S is to be included in the envelope marked Sealed Cost Data. Can the State please clarify this requirement?	Refer to response to Question #83.
85	Section 1.11 contains the CWS/CMS Bidder Library Documentation. Is the CWS/CMS Feasibility Study Report contained in the password protected library? If it is not contained, can it be made available to bidders?	Refer to the TAAA and PAPD in the Bidder Library.
86	Section 9 defines the evaluation criteria and states that bidders will be awarded up to 390 points for their Past Performance References and up to 390 points for their Pricing Proposal. There appears to be no evaluation points awarded for the “Task and Deliverables Approach” of the technical requirements section of the proposal. Will the State provide any additional guidance on expectations for the “Task and Deliverables	Section 6.3.9 states that the State expects Bidders to describe their approach to each task. The description should demonstrate understanding of the task. Detail would be developed in the Detailed Work plan.

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	Approach"? Is the State expecting detailed information for each deliverable even though there are no points awarded for this information?	
87	Section 6.10 states the OSI will withhold 10 percent of the amount the Contractor has earned and invoiced pending "satisfactory contract completion and acceptance of all deliverables." Does this mean that a cumulative 10 percent will be withheld during the entire period of performance or monthly?	10% will be withheld from each invoice and paid in a lump sum at the completion of the contract.
88	Section 6.10 further states that the Contractor will need to re-invoice for the withheld 10 percent. What is the anticipated time frame that the State will take to accept deliverables, or in the alternative, deem a deliverable unacceptable?	<p>The Contractor will need to invoice for the withheld 10% at the end of the contract.</p> <p>The State expects to deem each deliverable acceptable or unacceptable in a timely and reasonable manner, so as to not negatively impact the Contractor.</p>
89	Bidders are required to submit Standard Agreement 213, which identifies five attachments, only one of which, Attachment 2 is included. Does the State expect bidders to submit all five attachments, or only to acknowledge the other four?	<p>The State expects Bidders to submit all five attachments.</p> <ol style="list-style-type: none"> 1. The SOW is Section 6 of the RFP 2. Included 3. Printed from the indicated website 4. Printed from the indicated website 5. Developed by Bidder
90	What contract start date should all bidders use, in order to make cost proposals consistent for FY 2006/2007 and beyond?	Refer to response to Question #30.
91	Is a signature required in the draft proposal?	No.
92	Please clarify that the same FTE experience may be used to meet more than one RFP requirement. For example, if the proposed Senior Project Manager (req. #2) advised IT projects in redevelopment for three years (req. #5) during his/her seven years of providing PM services,	FTE, unless specifically itemized for a certain position (e.g. Senior Project Manager and Project Manager), can be met with a combination of resources.

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	these FTE years would meet both requirements.	
93	Will the State please change requirements 2 and 3 to read "...and have a bachelors degree or equivalent experience."?	No.
94	What names are to be provided in the Contractor Staff section of Exhibit O; all of the personnel who worked on the project or only those who are proposed on this RFP (#4130-161)?	Only Contractor Staff proposed for this RFP.
95	RFP page 45 states, "If the evaluation team discovers any negative comments on a Past Performance Reference form or during a customer reference contact, the Bidder may be asked to provide an explanation of the situation and circumstances in writing. Bidders are advised that if such explanations are requested of and provided by the Bidder, the submitted explanations may or may not remove or mitigate the concerns of the State's evaluation team. The information contained in the Past Performance References may be used by the State in determining the suitability, acceptability or risk associated with the Bidder's proposal."	Yes.
96	Exhibit O, page 100 states "In addition, comments are appreciated, but will not be scored." If comments will not be scored, please explain the how comments would be "used by the State in determining the suitability, acceptability or risk associated with the Bidder's proposal."	Customer comments will not be scored. Comment lines are for the customer use to support a score given for a particular item. Exhibit O tells the customers that their comments will not be scored. If a comment gives concern to the State, the State reserves the right to investigate.

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97	Will points be deducted for negative comments, and if so, how will the points be determined?	No.
98	What is the purpose of calling the customer references during the proposal evaluation, if the form is complete and signed, since comments are not scored?	Comments will not be scored, but the State reserves the right to validate the scored responses from past customers.
99	Will the State's evaluation team be asking for comments?	The State will not ask for or score comments.
100	Will the State's evaluation team be asking for additional ratings or for information that is not included on Exhibit O?	No.
101	Page 85 of the Intent to Bid states, "We are enclosing with this letter a signed Confidentiality Statement and Financial Responsibility Information." Please list the documents that make-up the "Financial Responsibility Information."	The Financial Responsibility includes Exhibit D and Exhibit E. The Confidentiality Statement includes Exhibit F
102	Page 88 of Exhibit E states that the "Bidder shall attach financial information for the most recent three (3) years..." Please list the specific documents that make up this financial information.	The financial information can be, but not limited to the following: a. Annual Report for last three (3) years; b. 10K for last three (3) years; or c. Federal income tax returns for the last three (3) years.
103	Will companies be screened based on the financial information submitted in conjunction with the Intent to Bid (i.e., is it possible that some companies may be disqualified at this stage)? If so, how will the	Yes. Bidders that are deemed non-responsive to the financial information requirement will be notified.

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	financial information be evaluated (what is/is not acceptable), and when will companies be notified?	
104	Are resumes required for the submission of the draft proposal (i.e., will you accept/discuss a draft proposal that is complete with the exception of personal resumes)?	No.
105	Will it be acceptable to make changes to the list of proposed consultants between the draft and final proposal submissions?	Yes, if the substituted contractor staff meets the qualifications.
106	What are the required qualifications for the Fiscal/Administrative Analyst and Technical Lead positions?	They fulfill all or part of staffing requirements of 4, 5, 6 and/or 7.
107	What is the budget for this contract?	Refer to response to Question #51.